

Evaluation of the impact of a uniform change in an organization on staff and clients

A dissertation submitted in partial completion of a Masters in
Science in Industrial and Organisational Psychology at the
University of Canterbury

By

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2008

Acknowledgements

Firstly I would like to thank the owners of the company studied, Tracy and Tony Ahern, as without your support, this thesis would not have been possible. Your kindness, patience and generosity will never be forgotten and made planning, conducting and completing this research so much easier than it could have been.

Thank you

Secondly, I would like to say a special thanks to my supervisors Chris Burt and Paul Russell. Chris, for your endless patience with listening to my every question, idea and hiccup along the way. Your expanse of knowledge and expertise has provided me with insight, direction and constructive criticism at every milestone in this thesis and I cannot express how grateful I am.

Paul, thank you so much for your help with the final reading and adjustments. It was great to have a different point of view and help with finalising all the fine details!

Special thanks to all the staff and clients who participated in this study. Without you, I would not have had anything to write about, so thank you for your time.

Finally I would like to thank my class of 2007-08, it has been a long two years, filled with hard work and plenty of laughs. I appreciate all your advice and the friendships we have formed over countless coffees and hours in the APSY lab. Thank-you and best of luck with the future.

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Abstract

This study investigates the impact of a uniform change on staff and clients in a beauty organisation in Christchurch, New Zealand. The impact of this change was measured on organisational commitment, job satisfaction, group cohesion and empowerment in staff, and loyalty, trust, customer satisfaction and organisational image in clients. It was hypothesised that the uniform would improve scoring on all measures. Testing was done before and after the uniform change.

For each test, 200 surveys were distributed to clients. No significant differences were found in client response from the pre or post test in each measure.

The staff survey was completed by 14 staff. Analysis revealed no significant difference between both tests, however a trend between tenure and change in score of each dimension was revealed. This provided an interesting path for future research.

Introduction and Rationale

Study Population/Organisation

The company is a small business specialising in medspa and beauty treatments and has two stores in Christchurch, and one in Auckland, New Zealand. The company offers a range of services from basic beauty treatments including waxing, nails and facials through to medical based treatments including Botox, IPL laser hair and pigmentation removal, non-surgical facelifts and cellulite reduction.

The company operates seven days a week, opening late nights on Thursdays and Fridays. The number of staff in each store varies depending on the time of year, with the company taking on more staff to cope with the 'busy season' from November through to January. At the commencement of this study, the clinic of interest (Westfield, Christchurch) had twelve full-time staff and five part-time staff (up to 20-hours a week). On average 200 clients are seen in the Westfield clinic each week, and these is a mix of regular customers, visitors and new clients.

Towards the end of 2007, the owners of the company decided to introduce a structured and consistent uniform for their three clinics. The owners wanted to change the staff perception of themselves and the clients' perceptions of the company. The goal of the new uniform was to improve the perceived professionalism of the clinics and consequently customer satisfaction and loyalty. The intention was also that the uniforms would increase staff perceptions of their own professionalism and satisfaction in the organisation.

Prior to the introduction of the new uniform, staff were asked to wear long black pants as an initial requirement, however this was never enforced. All staff wore black on the lower half; but this could be long pants, a skirt or shorts. The other requirement was that staff were to wear black shoes (no specification on open or closed toe, heeled

or flat) and were provided with either a black or white t-shirt that bore the company logo or they were able to wear a plain black or white shirt of their choice (see Appendix A). Receptionists and managers could choose their dress, provided it was formal. The existing uniform at the company was tidy but certainly not professional. Staff had no group identity because dress was variable.

The introduced uniform was widely researched by the owners to foster the professional, medical image they wished to project (see Appendix B). Colour was the first issue. White was quickly dismissed due to its impracticality because of staining. An actual colour was discussed, but due to the colour scheme in the workplace (dark browns and greens), it was thought a colour would be inappropriate, and therefore black was selected. The uniforms consist of a short-sleeved black shirt with buttons down the side, white piping and a high collar. The new long black pants are fitted and comfortable and will ensure all staff are very similarly dressed. Regulations covering shoes, hair grooming and name badges were also implemented. Shoes were to be flat, round toed, leather sole with no laces. Hair was to be tied in a single ponytail at the nape of the neck unless too short but in all cases it must be off the face. New name badges were made so that all staff member wore identical badges. The badge portrays the therapists name and their role in clinic. Badges are to be worn in the middle of the right breast pocket. It was predicted that the introduction of the new uniform for all staff (receptionists and managers included) would lift the image of the company and gel new and existing staff together.

Below the background research and literature, supporting the rationale behind the current study and each prediction is discussed and elaborated.

Clothing

Due to a lack of relevant research on uniforms in organisations, available research on clothing and uniforms use will be used to build predictions on the effects of introducing uniforms into organisations on staff and clientele.

It is commonly believed that there is no doubt about the secret of clothing. That while a clothing style may evolve over time, what an individual chooses to wear still delivers a clear message about themselves. Clothing is used to define an individual's sex, culture, values and beliefs, social class, occupation, status and wealth (Sanborn, 1927; Bliss 1916).

According to Bush and London (1960), clothing has three functions

1: Protection of the body against harm. This function follows the knowledge that clothing can protect an individual from the environment and is used accordingly. Warm clothing protects from the cold, whereas hats and light clothing protect from the heat (Sanborn, 1927). This function is particularly relevant for different professions where clothing pays particular importance to the safety of these individuals, such as fire fighters, workers in radiation environments, astronauts, soldiers and football players.

2: Concealment (or display) of body parts. This function covers the idea that clothing was originally used to 'hide' the sexual organs as a form of modesty (Sanborn, 1927). We clothe ourselves because it is custom and to satisfy societies demands for modesty. Different cultures take on different forms of this modesty and shame often results from violating modesty customs (Bliss, 1916). An extreme example is Muslim women who must cover their entire bodies, except for their hands and eyes. The dress they wear must not show the shape of their bodies. Women are not allowed to draw attention to themselves in any way.

The flipside to this theory is that clothing can be used as a means of attracting attention by emphasising the sexual organs. Some writers believe public covering was originally adopted as a sexual lure with a desire to make the body more attractive (Bliss, 1916; Sanborn, 1927).

3: Differentiation, this theory stipulates that clothing is used as a way of separating one individual or group from another. This creates a sense of identity as those dressed alike will naturally group.

In the current study, differentiation is the main use for the uniform functions. Staff need to be distinguished from clients, and need to be grouped together as an easy reference for both staff and clients.

Introducing Uniforms

Uniforms are clothing used to identify members of an organisation as a method of differentiation. History records members of religions and the Roman Empire dressing the same to identify their group membership. Uniforms today are used to develop a brand and a particular image. Not all organisations adopt a uniform, however a vast number do including; banks, airline, shop, bar and restaurant staff, police, army, security guards and even school children. There is certainly a capacity to examine the influence of uniforms in organisations.

A uniform can be defined as the clothing (e.g., shirt, pants, shoes) and artefacts (e.g., name badge) an individual wears while at work (Rafaeli & Pratt, 1993). The guidelines of a uniform in an organisation can range from being very rigid to more general rules (e.g., no jeans etc) (Rafaeli & Pratt, 1993). Employees are expected to follow these dress codes and face discipline or perhaps dismissal if they do not.

Dress as a Symbol

A symbol can be described as any 'thing' (an event, object, relationship etc) that conveys meaning (Pratt & Rafaeli, 1997). Physical symbols are a form of communication. The saying 'a picture is worth a 1000 words' explains that objects can convey meanings to people without having to verbally express anything (Pratt & Rafaeli, 2001). As with verbal language, the meanings of physical symbols are socially constructed. Social groups give physical symbols their meanings and use them to communicate between two or more people (Pratt & Rafaeli, 2001).

"A man's Self is the sum total of all he can call his, not only his body and his psychic powers, but his clothes and his house, his wife and his children, his ancestors and friends, his reputation and works, his lands and yacht..." (James, 1890, p.177).

The link between ones self and their belongings have been widely studied and show that individuals choose symbols that come to represent them, such as their home or their dress (Pratt & Rafaeli, 2001). Dress therefore can act as a symbol on many levels especially in an organisation. An example of this is in military environments where uniforms function as a symbol of power, identity, culture and unity (Parkins, 2002, Pratt & Rafaeli, 1997). Uniforms can be used as a symbol of status and rank, providing a visual cue for those in the group of where everyone stands (Parkins, 2002). In modern management, dress and uniforms are used for enhancing perceived identity and status (Pratt & Rafaeli, 2001). The company aims to utilise this concept to use uniforms as a symbol of organisational identity and unity.

Dress acts as a symbol by showing collective principles and ideals of those that dress accordingly (Parkins, 2002). In an organisation, the core, distinctive values and beliefs of that company can be exuded with dress (Pratt & Rafaeli, 1997). There are

strong connections between dress and core aspects of various professions for example medical staff and white. This is meant to emphasise the importance placed on sterility and cleanliness (Pratt & Rafaeli, 1997). The present company hopes the new uniforms will reflect these collective principles and ideals. A medical and consistent image allude to a more professional and expert organisations than other competing beauty organisations.

Staff

In organisations, dress codes are usually selected for a legitimate business interest such as projecting a desired professional image, yet employee dress not only influences clients perceptions of the business but also employees' perceptions of themselves (Lennon et al., 1999; Easterling et al., 1992). Those wearing suits over more casual dress see themselves as having more professionalism, more success, more competence and more independence (Lennon et al., 1999).

Dress and Emotion

What one wears elicits certain emotional responses. Clothes develop an effect upon the wearer, enhancing his/her self-feeling, influencing mood and modifying behaviour (Sanborn, 1927). Relationship between clothing and self-perception suggest (finds) that clothing affects the way people perceive themselves (Franz & Norton, 2001). When we perceive our clothing to be appropriate to the situation we are in, it will enhance our self-confidence and self-respect (Morton, 1926).

In an organisation, a focus on staff having pride in their appearance has its benefits (Fagg, 1951). In the study by Franz and Norton (2001), while employee preferences for type of dress failed to predict job satisfaction, intentions to leave, or

self-reports of job performance those employees who prefer formal dress perceived themselves as putting in more effort. Uniforms can provide employees with a feeling of professionalism, success and empowerment (DaCosta & College, 2006).

The potential negative aspects of introducing uniforms must not be ignored. These negatives may be a loss of feelings of distinctiveness and individuality. However, this may be a positive thing as individuals reduce the ability to being singled out or judged based on what they are wearing. When introducing uniforms to schools the pros and cons are considered and there are two arguments. 1. That the uniform will come to result in pride, membership and inspiration or 2. The uniform will be seen as punishments and a form of restriction (DaCosta & College, 2006). In an organisation, these possible results may be similar.

Creating a 'Culture

All cultures 'dress' the body in some way to deliver their identity (Entwistle & Wilson, 2001). Conventions of dress transform the body into something recognisable and meaningful to a culture and set the context of what is appropriate and acceptable. What constitutes 'dress' varies from culture to culture and also within a culture since what is considered appropriate dress will vary according to the situation or occasion. There is less conflict when individuals are dressed the same and therefore dress is fundamental to micro social order (Entwistle & Wilson, 2001; Bush & London, 1960). In a business sense, dress codes create a sense of meaning to those who are a part of the workplace 'culture' and those who interact with it. Distinguishing employees from clients through dress establishes a group identity and cohesion while providing a visual reference point to eliminate confusion.

Self- and Group Identity

The desire to belong to a social group is a basic psychological need (Pratt & Rafaeli, 2001). Because of this, humans align themselves with social groups they identify with that fit their common interests. These may be in association with age, work, status, social activities, religion etc. Dress plays an important part in distinguishing members of a social group and allowing them to create their own identity. Many adults fear 'standing out' and use fashion to dress in a chosen genre, thereby visibly claiming ownership in a desirable group (Hollander, 1994). Uniforms or dress codes provide many meanings for both the wearers and the observers, empowering the individual and/or group with a sense of identity (Parkins, 2002).

Group identity provides a sense of membership and consequently pride as the group develops (Parkins, 2002). When individuals are submerged in a group, their individual preferences and focuses are replaced by group goals and values (Rafaeli & Pratt, 1993). Uniforms play a role in this, as once an individual puts on a uniform they become an empowered member of that group and assume the corresponding role. Students are often seen dressed in their school or university attire to identify with a winning team or just the school in general. On a larger scale, the same is done with individuals purchasing their 'favourite' sports teams' jersey and paraphernalia, or people wearing political messages on t-shirts to express their opinion publically with like-minded people. During the 1940's the 'zoot suit' took off amongst African-American and Mexican-American youths as an emblem of their ethnic pride and alienation from mainstream society. These outfits stood out with their long jackets, extra-padded shoulders, bright fabrics with bold stripes or checks (Mendes & De La Haye, 1999). Dressing in uniformed attire proves an opportunity for group membership and therefore a sense of belonging and comfort.

This sense of identity can be transported to an organisation with employees representing their organisation through dress style, colour schemes, logos, name tags, cars printed with logos etc (Pratt & Rafaeli, 2001). It is believed that the uniformed appearance of a nurse is now so much part of his/her identity that many would struggle to picture the profession of a 'nurse' without visualising the dress that goes with it (Pratt & Rafaeli, 1997). By altering the current identity of the organisation, all staff will be recognisable through their aligned appearance.

While work uniforms are viewed differently and are often openly disliked in reality it has been found that most people prefer to wear uniforms (Hollander, 1994). This is because so much emphasis is placed on clothing, that a uniform offers an opportunity to be aligned with colleagues and therefore feel 'safe'. In addition, in the end, employees save money on clothing and dry cleaning expenses by having a set uniform, which also adds to the overall approval of uniforms (Franz & Norton, 2001).

This study seeks to find whether increased group cohesion is caused by introducing a uniform. Uniforms are also thought to reduce conflict in organisations. Bush and London (1960) identified that in society, the less variability in clothing styles the less conflict there was. As people are less likely to comply with others who appear different to them, by dressing all employees the same more compliance and less conflict is thought to result in an organisation (Chaikin, Derlega, Yoder & Phillips, 1974). Many schools in the United States have introduced uniforms for this purpose, suggesting that uniforms effectively reduce crime, truancy, violence and other forms of misconduct, while promoting school spirit and enhancing academic performance (DaCosta & College, 2006). It is thought that by creating homogeneity in schools it reduces the need people feel to 'fit in' with their peers through dress. For

these reasons it is hypothesised that past findings will transcend into their organisation and result in increased group cohesion and consequently job satisfaction.

Uniforms vs. Casual Dress

In many organisations, it is believed dress is a significant factor in the success of the business (Easterling et al., 1992). Dress appropriateness and conformity is important for successful job-role performance (Johnson & Lennon, 1999). The question is, what constitutes 'appropriate' in an organisation? This is largely dependent on the function and structure of the organisation. In the current organisation, the company depends 100% on customer service, therefore selecting appropriate dress is essential for contribution to the success of the business.

In the United States, 90% of office workers may work in casual clothes at least once per week, such as 'casual Friday' (Franz & Norton, 2001). Franz and Norton (2001) suggested that dressing casually eases tensions, reduces absenteeism and improves communication between management and employees. They continued that because employees view casual dress positively, implementation of it should improve workplace attitudes, subsequent performance and organisational citizenship behaviours (Franz & Norton, 2001). However, in a contradictory study, subjects wearing uniforms or appropriate clothing for the working conditions showed higher levels of performance and satisfaction with the working conditions (Vickroy, Shaw & Fisher, 1982). Though casual dress has a positive effect on attitudes, it may result in a negative effect on workplace performance (Franz & Norton, 2001). If employees are dressed casually, they may perceive themselves as being in a casual, relaxed and 'laid-back' atmosphere rather than in an atmosphere that requires work, effort and diligence (Franz & Norton, 2001; Sheehan-Smith, 2006). This suggests casual dress

may result in positive attitudes about the organisation but at the same time may decrease work performance. Dearborn (1919) suggested that portraying a professional image and feeling appropriately dressed might enhance efficiency at work.

Sex Differences

The company is a solely female dominated organisation. Differences in male and female uniforms were explored when deciding on a uniform. Differences between males and females dress in organisations varies depending on the type of work. In the past, women have been the victims of rules on clothing, which have resulted in restricted movement and in some cases permanent physical damage (Entwistle & Wilson, 2001). Today this is not so much the case; however some organisations do still play on the use of the body as a sexual lure and use dress on the belief that 'sex sells'. Where given the choice, women preferred to dress more formally than their male counterparts did (Franz & Norton, 2001). This may be an offset from women needing to make a stand in the workforce by constantly battling stereotypes and 'glass ceiling effects' in regards to climbing through the ranks in the business world. Easterling et al., (1992) found that in service organisations, there are more dress specifications for men than women, providing women with more flexibility in the choice of dress they wear. As the present company has all female staff in a predominantly female-targeted industry, using the idea of 'sex sells' is not really appropriate. However, careful care into producing a formal, fitted and comfortable uniform was considered.

Bringing about a Change

It is important to understand that when implementing a change in dress codes that employees may react to this differently, generally with a mix of resistance and acceptance (Johnson & Lennon, 1999). Sheehan-Smith (2006) suggested that employees should be included in the selection of their uniforms to overcome this resistance. If employees are unable to be part of the selection procedure, then communicating essential information is crucial for maintaining employees respect and feelings of value in the organisation. In the present company, staff were informed of the new uniform change a month before its introduction. Their sizes and measurements were taken for the uniforms to fit appropriately. Due to the nature of the current study design, staff had limited input into the uniform as participation may have influenced pre- and post-introduction results.

Introducing a change into an organisation, whether structural, procedural or cultural does not need to be a negative experience (Noblet, Rodwell & McWilliams, 2006). If a change is not introduced effectively, it can result in increased levels of stress, dissatisfaction and declining levels of organisational commitment (Noblet et al., 2006). A change is likely to have a greater impact on a staff member if the change is of central importance to the employees every day work tasks (Mansell, Brough & Cole, 2006). A uniform is thought to be central to these everyday work tasks, especially if the design of the uniform is more functional for the tasks the staff need to perform. If a change is viewed as a positive work experience, it is likely to have a direct impact on job satisfaction and indirect impact on organisational performance (Mansell et al., 2006).

Selecting the right uniform for the organisation is very important as it is suggested organisational dress acts as a symbol of organisational values, structure and dynamics

(Rafaeli & Pratt, 1993). Uniforms should be tailored to fit well and be comfortable. Nurses uniforms for example, tend to be conservative and functional (large pockets for carrying supplies), well tailored sleeves and are made of durable fabrics to withstand frequent washing (Pratt & Rafaeli, 1997). All nurses generally wear attire that is similar clearly distinguishes them from those who are not nurses. The new uniforms at the current organisation are tailored and made-to-fit each staff member. Functionality includes a large pocket on the breast for a pen and tweezers, and short sleeves to assist with range of movement for facials and massage.

It is important not to underestimate the impacts of organisational changes, they do have a direct impact on the work environment and if mismanaged may contribute to negative workplace outcomes such as job dissatisfaction, burnout and absenteeism (Kuokkanen, Suominen, Rankinen, Kukkurainen, Savikko & Doran, 2007).

Clients

Image

The company relies on the impression of their organisation for staff self-perceptions and for clients' impression formation. The uniform change at the current company aimed to manipulate the image of the business.

While there is limited research on using dress in organisations to create a favourable image, there has been widespread research on the use of dress in perception and image formation especially in job selection procedures (Easterling, Leslie & Jones, 1992). Business officials and other professionals believe that dress affects how their employees are perceived. Of 1000 personnel administrators surveyed, 85% believed that their concept of professional image included dress, and that dress is an important aspect of service marketing (Lennon et al., 1999).

It is understood that in an interview setting, that self-presentation can bias the overall rating of an applicant regardless of their performance ability (Baron, 1986). To the company in the present study, this understanding of impression formation is important as the image of staff has the potential to influence the overall image of the organisation. Organisations try to manage dress and appearance as a method of communication to clients on the image of the organisation (Easterling et al., 1992). When first walking into a business a client may not be able see (touch, hear, smell or taste) the true quality of the service being offered. For this reason, other cues are used to form an opinion such as the initial behaviour of the first staff member the customer encounters and the physical appearance of the organisation and other tangible cues (Easterling et al., 1992). Dress becomes a criteria for the client, to form their impression on, regardless of the skills of the practitioner or quality of service. Dress is a cue immediately available to the client and therefore projecting a desirable image is essential. Dress can affect an organisation's image by making the organisation appear more attractive or professional (Rafaeli & Pratt, 1993).

Colour, Material, Style

Corporate aesthetics are the company's visual output and are a key dimension of quality control. Aesthetics such as uniforms, packaging logos, buildings and advertisements all act to manage the image of the organisation. Corporate aesthetics deliver benefits by reducing communication costs, increasing sales and elevating the image of the company and its products (Schmitt et al., 1995). Effective organisation aesthetics can deliver a competitive advantage. Singapore airlines has 'streamlined' its aesthetics through uniforms, lounges, design of seat fabrics, menus to playing cards, to deliver an effective, professional and consistent image (Schmitt et al., 1995).

When deciding on a uniform, there are many factors to be taken into consideration. Rafaeli and Pratt (1993) suggested that uniforms could deliver messages through the colour, material and style of the uniform and through the comparisons made between members and non-members of the organisation. Differentiation between organisations helps with developing an identity. If our dress elicits responses from others, a uniform will surely affect those who see it and those who wear the uniform.

The colour, material and style of a uniform can all individually impact how it is perceived (Rafaeli & Pratt, 1993). It is thought that particular colours carry messages and so this needs to be considered when selecting a colour for an organisation (Pratt & Rafaeli, 1997). For this reason hospitals once favoured white to convey cleanliness and organisations of authority choose dark colours because they believed this to show power (Rafaeli & Pratt, 1993). The colour red is associated with aggression or dominance and is thought to act as a distracter for men through a psychological effect that evolved in response to sexual competition (Ioan, Sandulache, Avramescu, Ilie, Neacsu, Zagrean, Moldovan, 2007). Generally, in organisations dark colours and a tailored appearance tend to receive higher ratings in regards to perceived professionalism (Franz & Norton, 2001).

Materials chosen can also influence how a uniform is perceived. Natural fibres such as silk give the impression of wealth, where the opposite is true for synthetic materials (Rafaeli & Pratt, 1993). Finally, style can influence the message an organisation gives. In organisations, often the uniform has a practical purpose and becomes recognisable for this. Lab coats typically suggest a medical or science background, where suits are seen as formal, corporate dress (Mendes & De La Haye, 1999). The style of a uniform can set the image of an organisation. The company in

the present study aims to use style to project a medical and more professional image. The uniform here is acting as a symbol.

Consistency

At the company, the original uniform offered a different image dependent on the staff member dealt with. Establishing a consistent image across staff member provides a sense of identity, familiarity, recognition and comfort to clients (Lennon et al., 1999). In an older study by Menahem and Shvartzman (1998), participants were asked to select one picture of a male or female physician that they believed looked most like a family doctor. Of those surveyed, 52% of the subjects selected a doctor in a white coat and 71% for a nurse in a white coat. These were selected over pictures of doctors in more casual dress. The white coat delivered a consistent image that individuals associate with doctors and therefore experts they would want to be their own doctor. Although doctors do not necessarily wear white coats anymore, this is an example of how individuals make associations based on recognisable cues in clothing.

Homogeneity of dress is thought to indicate the value of consistency in the organisation. McDonald's has very strict uniform standards and this is mirrored in the core business strategy that McDonald's prides itself on highly consistent service (Rafaeli & Pratt, 1993). By delivering a consistent image, this is thought to reflect consistence service and improve customer satisfaction.

The extent some organisations go through to maintain a consistent image is shown by Walt Disney World, where costumed workers have to go to their position for work underground so that they do not appear out of context in the theme park (i.e. wearing a French costume in "China") and possibly reflect poorly on the organisation (Lennon et al., 1999).

Standardising employee appearance through organisational control of dress (uniforms) make up, hair styles and general appearance of employees, organisations can communicate to their clients that have control over their employees and the potential to provide a high quality service (Pratt & Rafaeli, 2001).

Creating an Identity

When people present themselves in social interactions, this is called a 'personal front' (Pratt & Rafaeli, 2001). An individuals' appearance gives clues to others about social status and from this, they might infer how that person is likely to behave. Overall, people expect congruence between social role and the personal front they present. Professionals need to be aware of the likely outcomes of their choices regarding personal presentation. If a dress code is considered to be outside that which is regarded positively by society, clients may form a negative impression of them. If this were the case, the dress would be lacking professionalism and therefore providing a disservice (Davys, Pope & Taylor, 2006).

A study by Workman and Johnson (1989) supported this conclusion with a comparison of taxi drivers and their dress. Taxi drivers dressed in 'appropriate' clothing received more favourable compliments about their personal characteristics, abilities and the city they worked in, than taxi drivers in 'inappropriate' attire. How a staff member is presented certainly does affect their perceived ability.

Uniforms and dress can be manipulated to make favourable impressions on others. Professional attire is one of the factors in perceived expertness, and clients generally have more positive opinions towards those who are professionally dressed than those who are casual (Schmidt & Strong, 1970; Stillman & Resnick, 1972). Generating positive feelings from clients by any means is beneficial, especially when it is thought

positive feelings about a sales person translate to positive feelings about the organisation (Reynolds & Beatty, 1999). Sheehan-Smith (2006) examined best practices identified for delivering a top service in hospitals. Staff uniforms were included in the criteria expected for delivering excellent performance. A survey of all patients in four hospitals showed that hospital service was improved when employees took pride in their jobs, and uniforms were thought to play a role in this (Sheehan-Smith, 2006).

Organisations use dress to enhance their own social identity. In the study by Pratt and Rafaeli (1997), nurses' uniforms were used to express a social identity. The uniforms explained why the nurses were there (their mission), whom they served (their clients), what services they provided (their roles), how they were to be seen in the medical hierarchy (status) and who should be making key decisions regarding the organisation (decision-making). The company in the current study hopes to eliminate ambiguity with a structured uniform including name badges for staff with clearly labelled roles on these.

Need for Further Research

While there is a considerable speculation on the effects of uniforms on an organisation, there is little empirical evidence to support this. Measuring the effects of the introduction of a new uniform on an organisation will provide empirical validation to support the varying claims of uniforms in organisations.

Aim

The aim of the current research was to add to the research on the effects of a uniform in the workplace by measuring staff and client responses before and after the introduction of a new uniform.

Hypotheses

The following hypotheses are developed based on the idea that what one wears elicits an effect on both the wearer and the observer. Uniforms in an organisation will affect the personal image of the staff and consequently the organisation image. The effects on staff are predicted to positively influence job satisfaction, organisational commitment, empowerment and group cohesion. Uniforms are expected to positively influence clients trust, loyalty, satisfaction and image of the organisation. Based on past research the following eight outcomes are predicted:

Job Satisfaction

Job satisfaction is a term used to describe individuals' feelings towards their job. Generally the happier a person is with their work, the more satisfied they are. Job satisfaction is generally not influenced by only one factor, but many different factors contribute to an individual's satisfaction. Introducing a uniform if viewed in a positive way is thought to improve satisfaction, especially if the uniform is considered appropriate to the functions of the organisation (Mansell et al., 2006; Vickroy et al., 1982). Based on the intrapersonal comparison theory, it is thought that if staff value professionalism, a uniform change will satisfy this need and will result in increased job satisfaction.

Hypothesis One: Employees will exhibit greater job satisfaction after the introduction of the new uniform.

Organisational Commitment

Organisational commitment is generally defined as an attachment to the organisation and when compared with the most commonly examined employee attitudes, typically has the strongest link with turnover (Noblet et al., 2006). Organisational commitment is developed through a belief in and acceptance of the organisations goals and values and a desire to retain membership to that particular organisation.

Organisational commitment has three different subscales of normative, affective and continuous commitment. Affective commitment is the measure of interest here as it relates to the employee's emotional attachment to, identification with and involvement in the organisation (Fields, 2002). It is thought that a uniform will help an employee with their identification with the workplace and therefore increase affective commitment.

Hypothesis Two: Employees will have greater organisational commitment after the introduction of the new uniform

Empowerment

Empowerment does not necessarily mean employees are given more control, but that new expectations are developed aligned with the company's goals and developed confidence (Bach, Kessler & Heron, 2007). Empowerment is thought to be influenced by organisational change. Empowerment at work offers four cognitions that are thought to define how an individual relates to their work role. The cognition of

interest is competence, which refers to self-efficacy specific to work, an employees belief in their own ability (Spreitzer, 1995). As uniforms act as a symbol for underlying organisational values and provide an increased feeling of professionalism, it is predicted there will be an effect on empowerment (Entwistle & Wilson, 2001; Pratt & Rafaeli, 1997).

Hypothesis Three: Employees will feel greater empowerment within themselves at work after the introduction of the new uniform

Group Cohesion

Group cohesion is the idea of bringing group members closer together. Emotional cohesion is the degree employees feel connected to other group members. Group cohesion is thought to increase with the use of uniforms as the identity of the group is available for the public to see and consequently a sense of membership and pride develops (Rafaeli & Pratt, 1993).

Hypothesis Four: Employees will experience greater group cohesion after the introduction of the new uniform

Trust

Trust is a relationship of reliance on others. Developing and maintaining trusting relationships among staff is especially important in organisations. Trust forms the foundation for effective communication, employee retention (client retention), employee motivation and innovation (McAllister, 1995). Without trust, organisational commitment is difficult to achieve. There are positive correlations between trust, organisational commitment and job satisfaction (Morgan & Hunt, 1994). It is thought the effects of trust in organisations will translate to the employee-client relationship.

Therefore, with the introduction of a new uniform, there will be improved levels of trust in the organisation. This will be due to staff having a more professional and medical appearance.

Hypothesis Five: Clients will exhibit greater trust in the organisation after the introduction of the new uniform

Loyalty

Customer loyalty is used to describe the repeat business of customers. Establishing a loyal customer base is an ongoing goal of organisations as it ensures future business and loyal customers will inevitably discuss their experience with friends and family, which aims to expand the business. A range of factors, including overall presentation and service, can influence loyalty. A uniform is thought to affect this presentation of the organisation.

Hypothesis Six: Clients will have a greater loyalty to the organisation after the introduction of the new uniform

Customer Satisfaction

Customer satisfaction is a measure of how the services provided by an organisation meet the needs or expectations of the consumer. A primary determinant of satisfaction is perceived quality or performance (Reynolds & Beatty, 1999). If a customer perceives the quality of the organisation has improved, this is likely to increase customer satisfaction. Satisfaction is a vital aspect of the service industry, as customer satisfaction is going to influence whether the customer remains loyal, whom they tell about the organisation and how much trust they place in their therapist. By improving the dimensions measured in the staff; organisational commitment, job

satisfaction, group cohesion and empowerment, this will hopefully improve the customers overall experience and hence increase their satisfaction. Also delivering a consistent image is thought to reflect consistence service and improve customer satisfaction (Rafaeli & Pratt, 1993).

Hypothesis Seven: Clients will have greater customer satisfaction following introduction of the new uniform.

Organisational Image

Developing a desired image is a key strategy in organisations. How the business appears on the outside can determine whether the business is successful. Organisations try to manage dress and appearance as a method of communication to clients on the image of the organisation (Easterling et al., 1992). By improving the appearance of the staff members in the clinic, it is thought that the overall image of the organisation will improve too.

Hypothesis Eight: Organisational image will be improved after the introduction of the new uniform.

Research Design and Methods

Participants

This study involved of two separate groups of participants: staff and clients.

The staff group comprised 14 female employees of the company in Christchurch. There were no restrictions on length of time employed by the business, age or ethnicity, allowing all staff to be eligible to participate. Of the 14 staff, the range of tenure at the organisation was from 2 months to 60 months (five years). The company had employed the majority of staff for less than a year with only six exceeding this. Staff were aged 19 to 45 and had all completed a minimum requirement of one year certificate in Beauty Therapy. Two staff members were registered nurses and the majority had taken at least one up-skilling course of up to six weeks in IPL laser hair removal and pigmentation, advanced skin analysis, reflexology and sports massage, acrylic nails, teeth whitening, SK4 non-surgical facelifts and Botox. Staff were tested twice in this study, before and after the introduction of the uniforms.

The client group comprised customers who were invited to participate after receiving treatments in clinic during the time of the study. The company has a database of several thousand clients that receive a variety of services at intervals ranging from weekly, to fortnightly, monthly, at sporadic intervals or are one-time visitors. In any one week, an average of 200 clients will receive services and are a representative of customer types. While the majority of clients are female, a small percentage are male, however only females took part in this study. While the goal was to have the same clients complete the questionnaire before and after the uniform introduction, this was not feasible and therefore different client groups completed the survey before and after the uniform change.

Materials and Apparatus

The only materials required for this project were the questionnaires, which are reproduced in Appendix C through to Appendix H, and are explained in the following sections. Different scales were completed by staff and clients. The same scales were completed before and after the introduction of the uniforms.

Staff Survey

All items in the staff survey were measured on a 7-point scale ranging from *strongly disagree* to *strongly agree* for each question (see Appendix E). Where needed, items were reversed scored such that higher scores indicated higher scores in the associated measure.

Job Satisfaction. Job satisfaction was measured using an 18-item scale developed by Brayfield and Rothe (1951). An example of an item on this scale is “My job is usually interesting enough to keep me from getting bored”. The scale have been shown to yield Cronbach alpha scores ranging from .88 to .91 (Moorman, 1991; Phillai, Schrieshem & Williams, 1999; Shore, Newton & Thornton, 1990).

Organisational Commitment. Myer and Allen’s (1997) scale was used to measure organisational commitment. The measure has three subscales resulting in a total of 30 questions. The affective commitment subscale is of primary interest and has a coefficient alpha ranging from .77 to .88 (Allen & Meyer, 1990; Cohen, 1996, 1999; Cohen & Kirchmeyer, 1995; Hackett, Bycio & Hausdorf, 1994; Meyer & Allen, 1997; Meyer, Irving & Allen, 1998; Somers, 1995; Somers & Birnbaum, 1998. An example of an item on this scale is “This organisation deserves my loyalty”.

Empowerment. Empowerment was measured with a scale from Spreitzer (1995). The scale consisted of 12 items across the four cognitions (meaning, competence,

self-determination and impact). An overall scale alpha was recorded at .72. The coefficient alpha for the competence subscale ranges from .79 to .85 (Spreitzer, 1995). An example item is “I am confident about my ability to do my job”.

Group Cohesion. Evans and Jarvis (1986) measured group cohesion with The Group Attitude Scale. This scale has 20 items and Cronbach’s alpha ranging from .90 to .97. An item from this scale is “I feel included in this team”.

Client Survey

All items in the staff survey were measured on a 5-point scale ranging from *strongly disagree* to *strongly agree* for each question (see Appendix H). Where needed, items were reversed scored such that higher scores indicated higher scores in the associated measure.

Trust. The eight-item scale was taken from Cho (2006) as a measure of trust in the organisation. An example item in this scale is “This organisation is responsible and reliable in conducting business with customers”. Cho reports a coefficient alpha of .77 for this scale.

Loyalty. A six-item scale developed by Yang and Peterson (2004) was used to measure loyalty. An example item from this scale is “I intend to continue to do business with this organisation”. No alpha value was reported by Yang and Peterson (2004) however the current study obtained an alpha of .84.

Customer Satisfaction. Customer satisfaction was measured with a 17-item scale by Yang and Peterson (2004). This scale consists of four subscales: customer services, order fulfilment, ease of use and product portfolio. An example item from order fulfilment is “This organisation performs the service correctly the first time”. Yang

and Peterson had no alpha recorded for this scale, however, the alpha obtained in the current study for the scale was .91.

Organisational Image. Organisational image was measured with a 6-item scale constructed for the purpose of this study. An alpha of .92 was obtained for this scale in the current study, which shows a high internal consistency across the items.

The six items were:

This organisation is well respected within its industry.

I have a very favourable impression of this organisation.

This organisation presents a positive image.

This organisation has good values.

This organisation has high quality products.

This organisation offers high quality services.

Procedure

Staff Procedure

Staff completed all scales both two weeks before and three weeks after the introduction of uniforms.

Pre Uniform Data Collection

All staff were provided with the survey in an allocated 15-minute 'Meeting' in the appointment book. They were offered the opportunity to participate and explained that if they chose to, their responses would remain confidential. Before completing, the scales all staff were handed a consent form, and an information sheet about the study and the survey (see Appendix C & D). Participants read the information sheet and consent form and were invited to ask any questions before signing the form and

handing it in. The information sheet advised staff that this would be the first of two opinion surveys and that at the conclusion of the second survey they would be debriefed regarding the purpose of the research.

The staff were then be asked to read the scales to familiarise themselves with the questions and answer structure, and to answer any biographical questions that appeared on the top of the first page (see Appendix E). Staff coded the top of their answer sheets with the following instructions:

“Please code your evaluation form by entering your fathers initials (first and last name), followed by your mothers initials (first and last name (maiden)). Then the last four digits of your home phone number. For example, if my fathers' name is Tom Brown, my mothers' maiden name is Mary Smith and my home number is 357-4946 I would code this questionnaire as TBMS4946.”

Coding was essential to match future survey responses as part of the repeated measures analysis. Coding allowed the participant to remain anonymous and the researcher to identify the participant later.

The scales took approximately five minutes to complete. At completion of the study, participants were thanked for their time. There was no debriefing at this stage, as staff were unaware of the connection between the survey and impending uniform introduction.

Uniform Introduction

Two weeks after the initial survey period, the new uniforms were introduced. The week before their introduction at the weekly staff meeting, employees were informed that the following Monday the new uniforms would be arriving in store and were to be worn from then onwards. Staff were asked to provide their measurements

for the uniforms and criteria regarding personal presentation expectations were discussed and given in writing to all staff.

On the Monday, each staff member was provided with a new name badge and two new shirts at no cost to themselves. A criterion on footwear and pants were outlined and if staff did not have the required attire this was to be obtained at their own expense. It was explained to staff that the company would replace their uniformed shirts annually, but if for whatever reason staff damaged their shirts before that time, replacement would be at their own cost.

Data Collection After Uniform Introduction

As not all staff work on a Monday, the uniform was given to each staff member on the Monday but some may not have worn it in store until as late as the Friday of that week. It was decided to wait two weeks from the following Monday before commencing the second phase of testing (21 days between uniform change and second testing). The same procedure took place as mentioned in the first data collection. Again no debrief was given because at the time it was not decided whether a third phase of testing would occur.

Clients Procedure

For both data collection periods, clients were asked to complete the survey for 'In-house Development' purposes in the aid of improving customer service (see Appendix H). After receiving a service in the clinic, clients were offered an A4 envelope containing a consent form (see Appendix F) information sheet and competition entry (see Appendix G), two postage paid envelopes and the scales. All completed scales allowed an entry to win a store voucher to the value of \$200.

All clients were asked to take the survey away and return it in a self-stamped envelope within five days of receiving it. The surveys were posted to the Psychology Department at the University of Canterbury, Christchurch, New Zealand.

Clients were asked to read the information sheet and consent form before signing the form and completing the survey. If the participant had any questions, the researcher was available in the clinic during the administration of the surveys and contact details for the researcher and supervisor were available on the information sheet. Clients were asked to use the same coding system as used for staff:

The information sheet had a tear-away slip that provided entry into the draw to win a \$200 voucher to the clinic. This slip required the client to fill in their name and contact details and post in a separate postage paid envelope. Each entry had a corresponding number to the survey so that only returned surveys would have a valid entry into the draw. An independent person at the completion of the data collection period did the draw for the voucher.

It was anticipated that the testing would take a full week from a Monday to Sunday. However as only 200 surveys were distributed, the number of clients coming through the store determined the duration of the testing phase. This therefore took eight days for the first phase of testing and nine days for the second. Only five clients completed both the pre and post test.

Results

Staff Population

All 17 staff used for the testing were female. Between the first and second testing three staff, members left the company consequently 14 surveys were used for the final analysis. There was a 100% return rate for surveys distributed to staff at both times of testing. The biographical data collected from the staff survey at the pre test, shows the mean and range for age and tenure (see Table 1).

Table 1. Biographical Data Summary for Staff Survey

	Minimum	Maximum	Mean	SD
Age (years)	19	45	31.13	8.58
Tenure (months)	2	60	20.06	20.43

Client Population

A total of 200 surveys were distributed to clients in each stage of testing. For the pre test, 79 surveys were returned (only 74 were used in the final analysis) giving a return rate of 39.5%. The post test had a lower return of only 58 surveys, all of which were used in the final analysis providing a return rate of 29%.

The object of examining the biographical data was to ensure the samples were comparable. Despite both males and females were eligible to complete this study, all 132 clients surveyed, all were female. The age range across both studies was 13 to 77 with similar means (see Table 2).

Table 2. Biographical Data Summary for Client Survey

	Pre Test (N=74)				Post Test (N=58)			
	Min	Max	Mean	SD	Min	Max	Mean	SD
Age (years)	14	77	39.62	13.82	13	70	38.79	13.49
Visit Frequency	1	4	1.88	1.00	1	4	1.79	0.72
Number of Services	1	9	1.41	1.06	1	11	1.45	1.49
Duration (months)	1	60	22.96	20.87	1	60	27.98	18.65

Clients were then asked to disclose how often they come to the company for treatments by selecting one from the following alternatives: less than monthly (1) , monthly (2) , fortnightly(3), weekly. (4). Again, the two tests produced similar means, and states the the majority of clients at the company come for beauty treatments monthly (see Table 2).

Both tests were comparable in the number of services clients took advantage of in the store. Of the 11 different services on offer, most clients come in for 1-3 different treatments (see Table 2).

The clients surveyed had been visiting the company for as little as one month to the whole time the clinic had been opened (five years). Across the two studies, the means were again comparable with 22.96 months (pre test) and 27.98 months (post test).

In summary, the two studies produced very similar biographical data on the clients, aligning the samples for further investigation.

Scales

An item reliability test was run on each scale to measure the internal consistency of the scale. A Cronbach's alpha score of above 0.7 was expected for each scale (Kline, 2000). As the survey was developed mostly from previously used scales (Yang & Peterson, 2004; Cho, 2006; Brayfield & Rothe, 1951; Myer & Allen, 1997; Spreitzer, 1995; Evans & Jarvis, 1986) it was expected that high internal consistency would be present. However items found not to be consistent with scale as a whole were rejected and not used to derive scale scores.

Staff Scales

The effects of introducing the uniforms on staff were measured using four scales measuring job satisfaction, organisational commitment, empowerment and group cohesion. A total of 14 staff were available for both tests from the initial 17 participants. Three staff members ceased employment during the testing period.

The internal consistency of the Organisational commitment scale was unacceptably low. Three items (items 3, 29 and 30) were removed based on their substantially lower coefficient alpha. The resulting in a revised coefficient alpha of 0.80.

New variables were computed to group total scores for each scale together, resulting in a total score for job satisfaction, organisational commitment, empowerment and group cohesion. Empowerment and organisational commitment each had subscales. A total score was created for all items in the subscale and a new variable created to express this. The detailed results are presented in the following tables and figures.

For each scale a scatter plot has been produced showing the relationship between a change from the pre to post test and tenure in the organisation. Negative scores on the Y axis represent a decrease in overall score from the pre test to the post test.

Table 3. Summary Statistics for the Four Scales and Subscales for the Staff Survey

Scale	Alpha	Range	Test 1		Test 2	
			Mean	S.D.	Mean	S.D.
Job Satisfaction	.92	18-126	90.14	22.29	91.64	15.51
Organisational Commitment	.80	19-133	83.64	12.88	82.57	16.76
-Affective Commitment		8-56	31.64	6.57	31.57	8.21
-Normative Commitment		6-42	26.86	6.98	27.71	7.80
-Continuance Commitment		6-42	25.14	3.66	23.29	4.87
Empowerment	.84	12-84	63.07	9.83	65.43	9.78
-Meaning		3-21	16.00	4.59	16.79	2.94
-Competence		3-21	17.50	1.56	18.00	2.35
-Self Determination		3-21	17.07	1.94	17.36	2.79
-Impact		3-21	12.50	4.62	13.29	5.20
Group Cohesion	.89	20-140	104.29	15.53	103.07	19.76

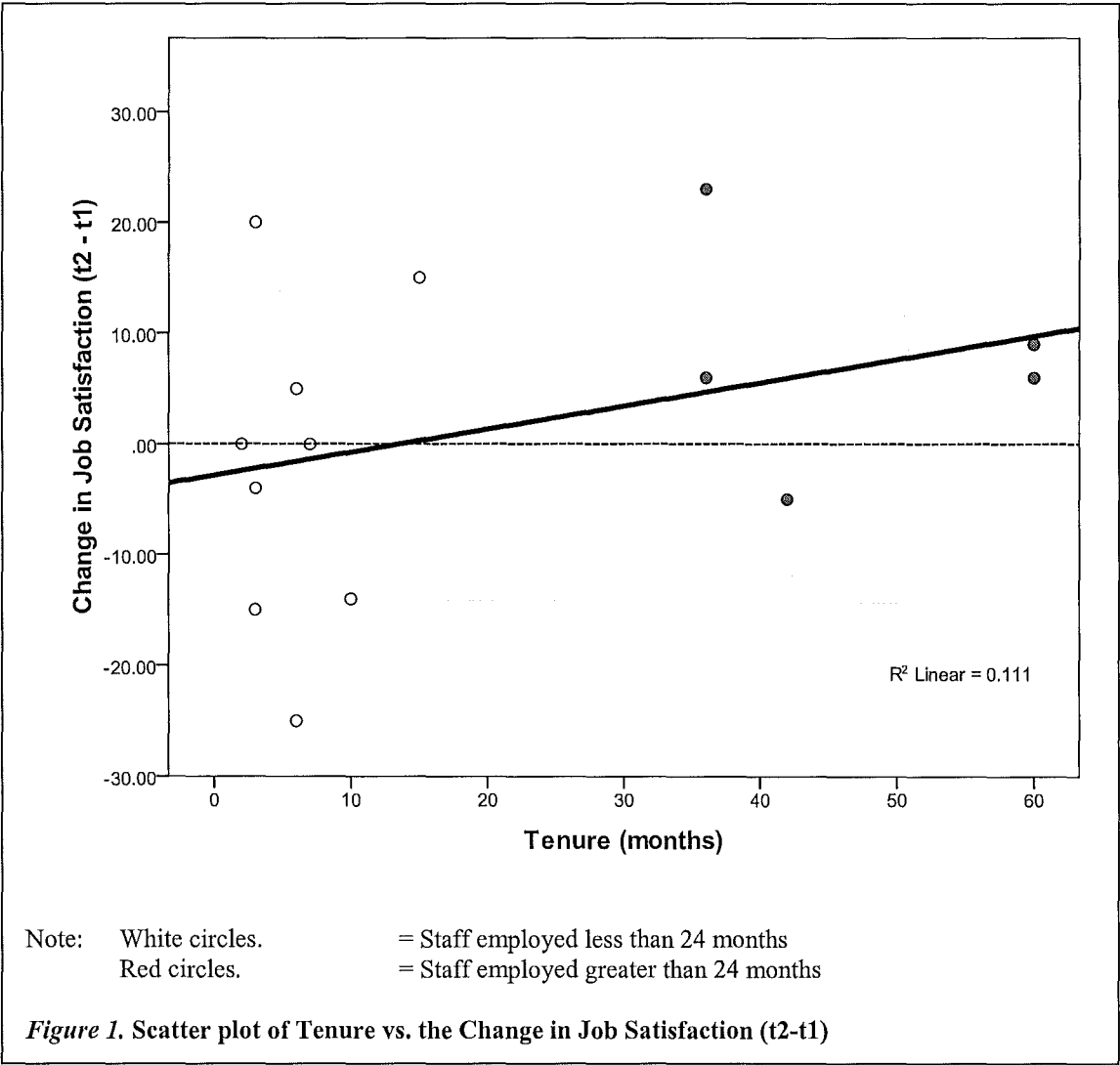
Table 4. Correlations for Change in Staff Scales (t2-t1) and Tenure (months)

Scale: Change (t2-t1)	Tenure (months)
Job Satisfaction	.333
Organisational Commitment	.445
Empowerment	.629*
Group Cohesion	.074

Note: ** = Correlation is significant at the 0.01 level (2-tailed)
 * = Correlation is significant at the 0.05 level (2-tailed)

Job Satisfaction. Job satisfaction was measured with the 18-item single scale by Brayfield and Rothe (1951). The scale and item statistics for the scale are shown in (see Table 3). The mean for job satisfaction increased slightly from the pre test to the post test as predicted in hypothesis 1.. The means were high in relation to the maximum score for the scale, 126 (see Table 3). The difference between the means in the pre and post test were found not significant $t(14)=.21, p=.84$.

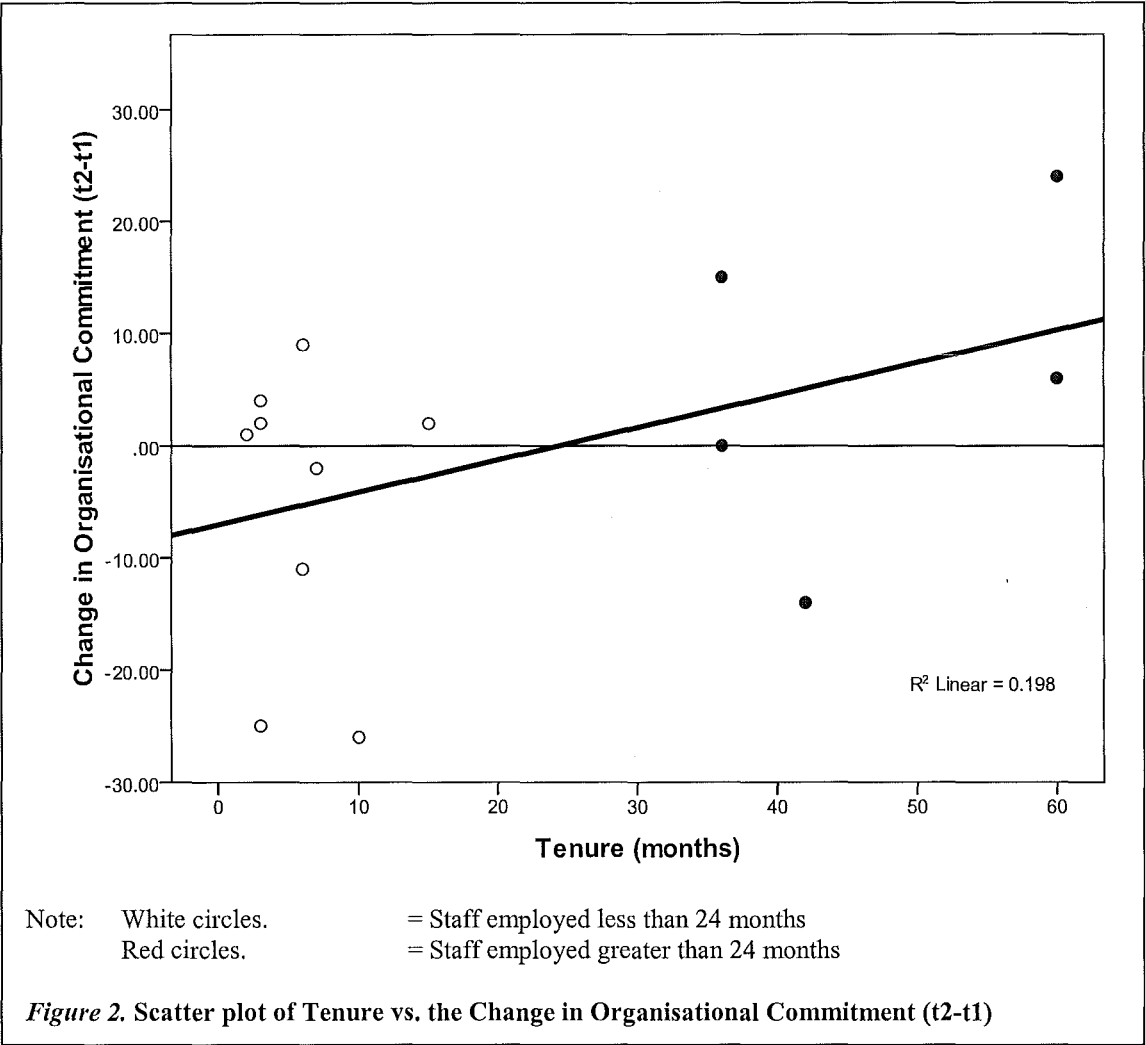
Exploratory analyses were then run to see if there was any relationship between duration of employment and change in job satisfaction. The relevant scatterplot is reported in Figure 1. Overall there is an increased linear trend suggesting that as tenure in the organisation increased so too did job satisfaction after the introduction of the uniforms. The correlation between the change in job satisfaction and tenure was not significant (see Table 4).



Organisational Commitment. Organisational commitment was measured with the 22-item scale developed by Myer and Allen (1997). After the item reliability adjustment only 19 items were included for assessment, which gave a maximum score for the scale of 133.

Scale and item statistics are shown for the scale in Table 3. The mean for organisational commitment from test one to test two decreased marginally, contrary to hypothesis 2, this difference was found to not be significant $t(14)=-.19, p=.85$. For this reason, it was decided to break down the scale into its subscales to see if there were any effects in these. “Affective commitment measures an employee’s emotional attachment to, identification with, and involvement in the organisation. Normative commitment reflects pressures on an employee to remain with an organisation resulting from organisational socialisation. Continuance commitment refers to commitment associated with the costs that employees perceive are related to leaving the organisation” (Fields, 2002, p.51). Affective commitment remained the same in both tests, normative commitment increased slightly and continuance commitment decreased marginally. None of these scores were strong enough to suggest that introducing uniforms altered the commitment of staff to the clinic.

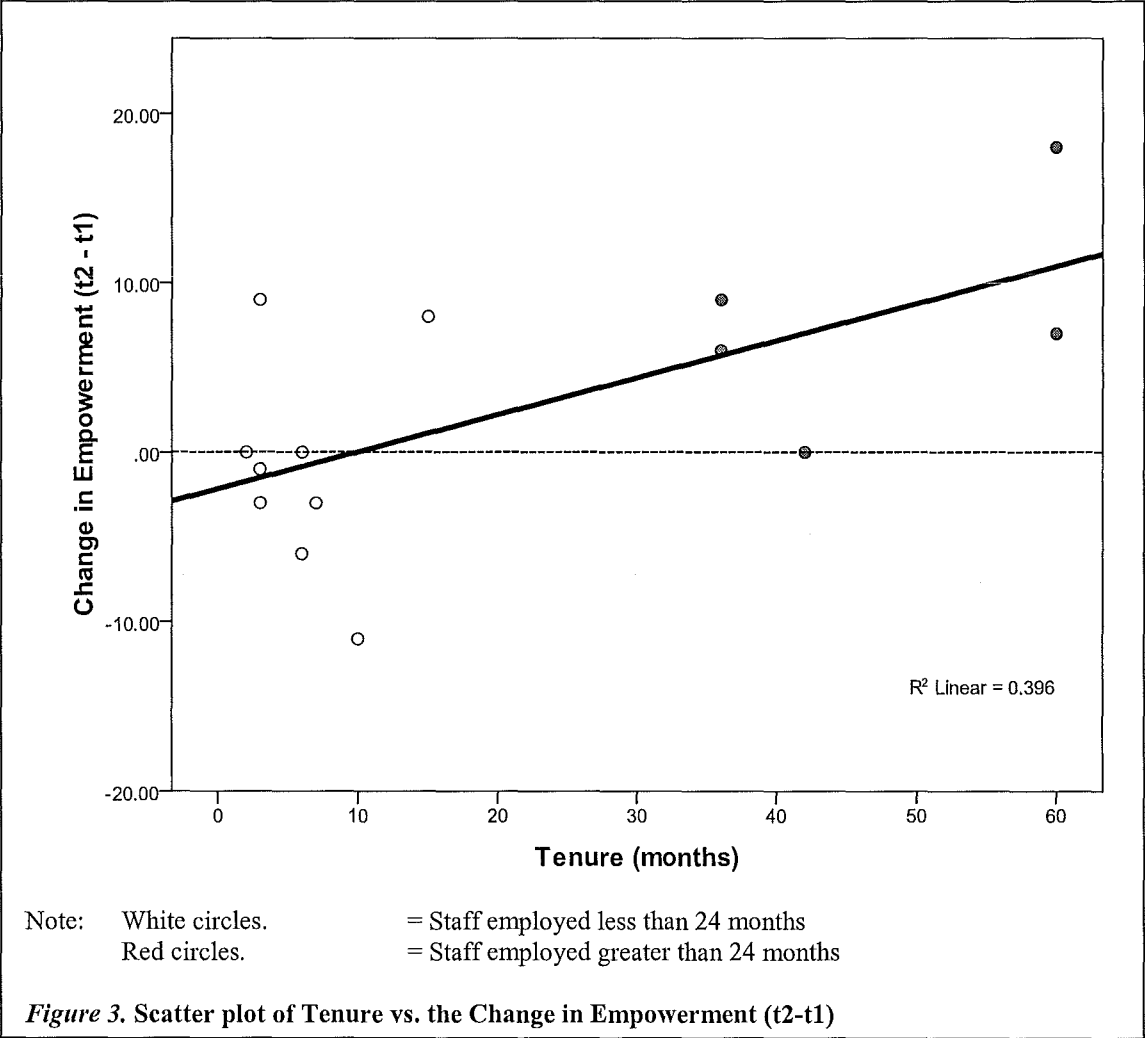
Tenure was then explored as a factor for influencing organisational commitment. The scatter plot shown in Figure 2 shows the relationship between the number of months a staff member had been employed at the company and the magnitude of change in commitment following the introduction of uniforms. There is a trend for organisational commitment to decrease among staff employed for less than 20 months and to increase among staff employed for greater durations. However the correlation between change score and duration was not significant (see Table 4).



Empowerment. Empowerment was measured with a 12-item scale by Spreitzer (1995). A strong alpha of .84 confirmed item consistency.

There was a slight increase in mean empowerment from the pre test to the post test in accord with hypothesis 3 (see Table 3). This difference was not significant however $t(14)=.63, p=.53$.

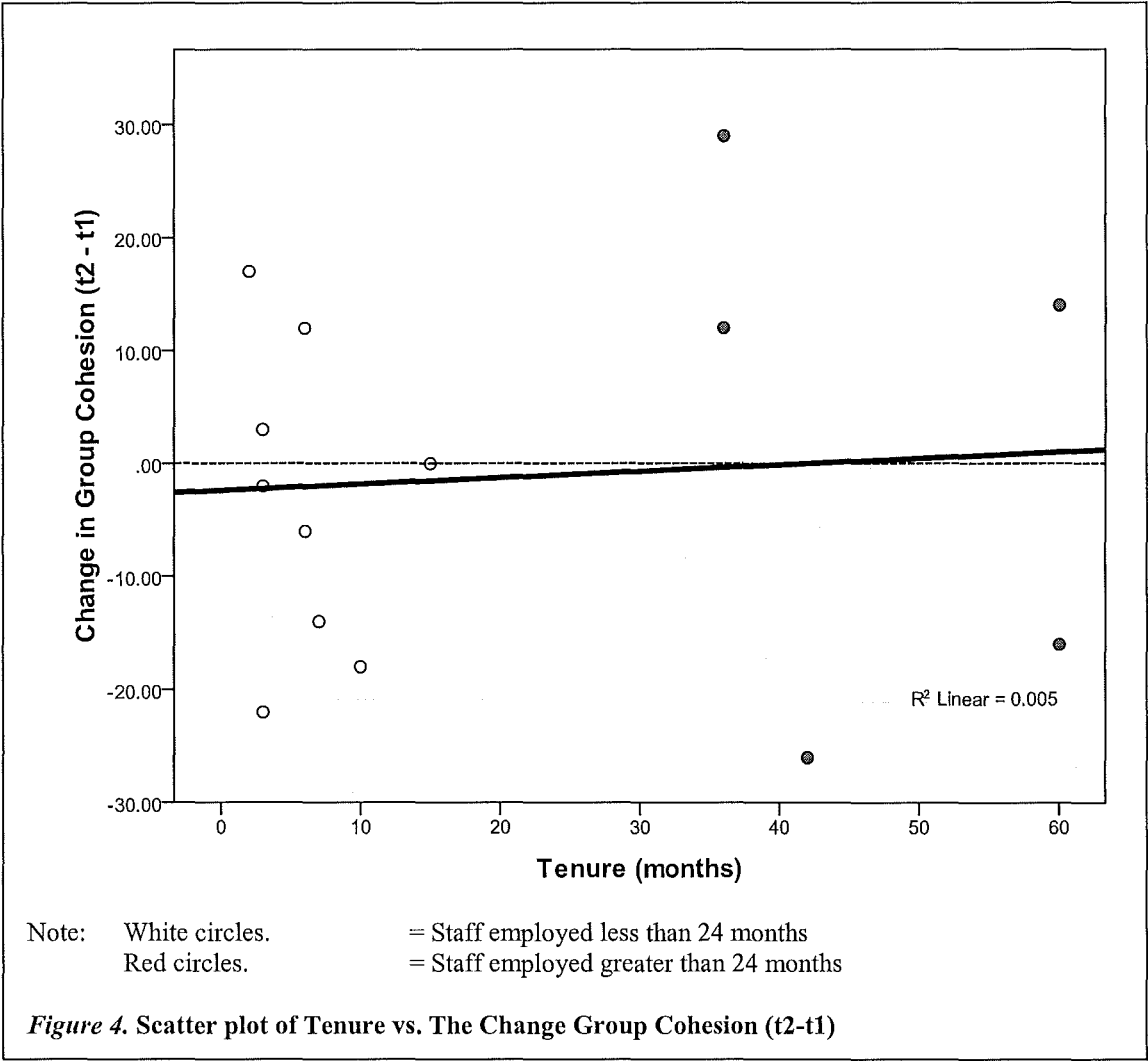
Exploratory analysis examining the influence of tenure on a change in empowerment the pre test to the post test revealed a very strong effect. An increase in empowerment was present in those with a tenure exceeding 20 months, with the majority of staff employed by the company for less than 20 months experiencing a decline in empowerment (see Figure 3). A significant correlation reveals that this effect may be related to the introduction of the new uniforms (see Table 4).



Group Cohesion. Group cohesion was measured using the 20-item scale developed by Evans and Jarvis (1986). While the alpha of .89 was below the previously recorded .90-.97 range by Evans and Jarvis (1986), it is certainly above the expectations set by Kline (2000) of .70, therefore all 20 items were included in the final analysis.

The mean recorded for the pre and post tests showed a slight decrease in group cohesion (see Table 3) contrary to hypothesis 4, this effect was not significant $t(14)=.18, p=.86$.

The scale was then measured against tenure to see if there was any effect on the length of time employed by the company and the change in group cohesion. The results showed no relationship and a correlation of 0.07 supporting this (see Table 4; Figure 4).



Client Scales

The effect of introducing uniforms into the organisation on their client base was measured with four scales: loyalty, trust, organisational image and client satisfaction. A repeated measures study was not an option as not enough participants completed both surveys. The second survey had a lower return rate; therefore, the five duplicates were deleted from the first test and only used for the second.

In total there were 24 instances where one of the 132 clients failed to complete one or more of the questions on the survey. Missing item responses were replaced with the associated mean for that particular variable. Any items that required reverse scoring were then reversed so that each item in a scale was measured in the same direction.

The Chronbach's alpha value was computed to assess the internal consistency of each scale. All alpha values can be seen in Table 5. Trust initially had a low alpha of .69, but after deletion of two items with low value overall item reliability rose to .70.

New variables were computed to group all items in a scale together. A trust, loyalty, satisfaction and image variable were created. An ANOVA was run to measure the means, standard deviation and significance.

Given that all hypotheses were directional, one-tailed t-tests were run to measure the significance (if any) between the differences in means.

The detailed results of the client survey are presented in the following tables and figures.

Table 5. Summary Statistics for the Four Scales and Subscales for the Client Survey

Scale	Alpha	Range	Test 1		Test 2	
			Mean	S.D.	Mean	S.D.
Trust	.769	6-30	27.51	3.26	28.02	2.89
Loyalty	.838	6-30	25.41	4.32	25.93	3.12
Satisfaction	.910	17-85	74.55	8.78	74.31	9.11
-Customer Services	.776	4-20	17.07	2.36	17.21	2.38
-Order Fulfilment	.750	4-20	17.67	2.42	17.28	2.63
-Ease of Use	.384	4-20	17.64	2.28	17.50	2.39
-Product Portfolio	.696	2-10	9.03	1.38	9.07	1.11
-Security/Privacy	.605	3-15	13.14	1.99	13.26	1.82
Image	.920	6-30	26.72	3.72	27.50	3.09

Trust. The eight-item scale by Cho (2006) was used to measure trust. Trust initially had a low alpha of .69. Two items had low item reliability and were deleted. Raosomg the overall alpha to .77, which is the value reported in Table 5.

While the mean trust rating is higher for post test than the pre test (see Table 5) as predicted in hypothesis 5, the difference is small and fails to approach significance; $t(130)=-.93, p=.35$.

The mean score was close to the maximum score before the introduction of uniforms indicating that the majority of participants had very high trust in the clinic before the introduction of the uniforms (see Table 5). Consequently there was little scope for the introduction of uniforms to increase levels of trust. A possible ceiling effect occurred in this scale with 43% of clients allocating the maximum possible score for the trust scale (30) in the pre test alone. When the organisation has such a negative skew in scores before the introduction of the new uniform, it provides little opportunity for improvement in customer trust.

Loyalty. The six-item scale by Yang and Peterson (2004) was used to measure loyalty in this study. The Cronbach's alpha value of .84 suggests a strong internal consistency between items in the scale (see Table 5).

As with trust, mean scores were near the maximum possible (see Table 5) and showed little evidence of the hypothesised increase following the introduction of uniforms (hypothesis 6); $t(130)=.78, p=.44$.

High scores were again present with 20% of clients assigning the maximum score for loyalty (30) in the pre test. These scores show that clients at the company had a strong loyalty to the organisation, which was marginally increased after the introduction of the new uniform. When clients already have a strong loyalty towards the organisation, it does mean that changes are less likely to have a dramatic impact, as there is little room for improvement.

Customer Satisfaction. Customer satisfaction was measured with the 17-item scale constructed by Yang and Peterson (2004). The scale achieved a Cronbach's alpha of .91, which shows a high internal consistency between items (see Table 5).

The means for customer satisfaction are very similar (see Table 5). An independent-samples t-test was run to compare the customer satisfaction scores from the pre test to post test. While the direction of this change was contrary to prediction in hypothesis 7, there was no significant difference in score for the pre test and post test $t(130)=-.15, p=.88$.

The high scores suggest the majority of customers at the company have high customer satisfaction and that perhaps ceiling effects are in place. A total of 11% of clients recorded the maximum score of 85 for Job Satisfaction in the pre test.

Yang and Peterson (2004) had five subscales for job satisfaction; customer services, order fulfilment, ease of use, product portfolio and security/privacy. These scales were explored individually and no significant difference between them was

found (see Table 5). The high alpha value for the overall scale suggests these items were all measuring the same construct, job satisfaction.

Organisational Image. Organisational image was measured with a six-item scale constructed for this study. The high Cronbach's alpha of .92 shows a very strong internal consistency between items (see Table 5).

An independent-samples t-test was conducted to compare image scores from the pre test to the post test. The increase in mean supports the prediction made in hypothesis 8, however there was no significant difference in score from the pre test and the post test $t(130)=1.285, p=.20$ (see Table 5).

A very high 39% of clients assigned the highest score possible of 30 to Organisational Image. When high scoring exists in the pre test, it makes implementing a change difficult, as there is little scope for improvement.

Discussion

General Discussion

This study explored both client and staff responses to a uniform change in a small beauty and medspa clinic. As this study had two distinct parts, the discussion will assess these separately.

Staff

The repeated-measures design of this study provided a real-world sample whom were experiencing an organisation change through the introduction of a new uniform. The planned data analyses provided no support for hypotheses 1-4 that job satisfaction, organisational commitment, empowerment and group cohesion would increase upon the introduction of a staff uniform.

Unlike client data it is unlikely that ceiling effects were responsible for lack of support for the hypotheses. Mean scores fell in the middle range for all scales before the introduction of the uniforms. The company expressed concerns that the beauty industry is renowned for its high staff turnover and the average scores from staff in this sample perhaps reflects this trend. High mean scores for empowerment and group cohesion in both tests suggest that there is a perception of control among staff and that they value the team environment of their workplace. The high initial scores in the pre test of these measures allowed little scope for improvement with the uniform change.

As the effect of the uniform introduction from test one to test two was marginal, exploratory analyses revealed interesting trends when tenure with the organisation was considered. The influence of tenure was not an area originally explored in this study however in job satisfaction, organisational commitment and empowerment clear

patterns emerged with tenure having an influence on these measures. The change in empowerment from the pre test to post test yielded a significant correlation with tenure which provides an interesting base for future research.

Generally, it is thought that with longer tenure people become more conservative in attitudes towards change (Munsteen et al., 2006). However, in all four measures, staff who had been employed by the organisation longer than 20 months showed a more positive response to the change than staff who had been employed less than this. These effects were all shown in scatter plots. Correlations between tenure and the change in each respective measure were analysed. While only the empowerment scale showed significant correlations, the correlations from job satisfaction and organisational commitment should not be dismissed as the small sample size may have prevented these findings from being significant. Group cohesion had the least effect with tenure and this may be due to the dynamics of the staff not being influenced by the uniform change to the same degree as the other measures.

There is research that supports the influence on tenure on the current measures, particularly organisational commitment. Longer tenure is thought to positively influence job satisfaction and empowerment when a change is introduced (Denton & Klieman, 2001; Koberg, Boss, Seniemi & Goodman, 1999).

Organisational commitment generally shows a rapid decrease after starting with an organisation followed by a steady increase (Beck & Wilson, 2000). Decreasing commitment in early tenure (0-20 months) was explained by reality shock, unmet expectations or exposure to negative work experiences. However, commitment levels increased with tenure after the initial decrease. This increase was explained by

employees believing they belong in the organisation and increased confidence in their own ability (Beck & Wilson, 2000).

Clients

The between-subjects design of this study provided little support for the hypotheses 5-8, that client trust, loyalty, satisfaction, and the organisation's image will be improved by the introduction of a uniform.

In the initial phase of testing the company received very high mean appraisals for all four scales. Consequently there was little opportunity for any improvement following the introduction of the uniforms. Any mean differences from the pre to post test were marginal if at all and these differences were not significant as shown by the t-tests.

However, it is worth noting there is no suggestion of negative reaction from clients to the introduction of uniforms. This very well could have happened and results would have then been contrary to the hypotheses and goals set out by this study. While no research was found on any negative effects on clients when introducing uniforms, there are suggestions that any change can produce a negative reaction (Johnson & Lennon, 1999).

Limitations

If one is to draw any concrete conclusions based on the present research it is important to do so with respect to its potential methodological limitations and factors which may prevent its ability to be generalised to other organisations. The limitations of main concern are samples size, low return rate, issues associated with a repeated

measures design, the uniform change and the high initial scores found on the first test of the client survey.

Sample size is the first limitation. Only 14 staff were included in the final analysis. This is a very small sample by research standards. The advantage of the sample was that it was in fact a real world sample rather than a laboratory group, with consequent expected greater ecological validity and application in work situations.

The client survey had a slightly greater sample size but again 74 (pre test) and 58 (post test) were not overly large.

The second limitation is a low return rate for both the pre and post test for clients. This directly influenced the sample size of this study. A larger sample is always preferable and perhaps a pilot study would have revealed a low return rate and therefore increasing the number of surveys distributed could have increased the sample size.

The third possible limitation is not having done a repeated measures testing for clients. A repeated measures study would have provided a more direct indication of the impact introducing a uniform had on the clients. Unfortunately, due to the design of the experiment and the irregularity at which clients visit the clinic, this made securing a repeated measure analysis very difficult.

Similarly, there are issues with a repeated measures design. While some of the changes in score may be due to the introduction of the new uniform, there is also the risk of changes being due to simply repeating the survey. Ideally, the sample would be split so that some staff complete both data collection stages and others would either complete the first or second to see whether there was any difference in the ratings for those who only participated in one testing phase as opposed to both. Unfortunately, with such a small sample this was not a possibility.

Another limitation may be the uniform itself. While staff shirts have been changed and requirements on hair, footwear and pants enforced, this change may not have been dramatic enough to cause an effect. Perhaps in an organisation where initially any attire was accepted and then a full uniform was introduced a greater impact would have been recorded.

The final limitation of this study was the high scores clients allocated to the company in the initial stage of testing. While this is positive for the company that clients had a strong loyalty, trust, satisfaction and favourable image of the company, it also meant that any changes that were implemented were going to have a very small (if any) impact, as there was simply no room for improvement. This issue is difficult to overcome in an organisation where clients genuinely believe the high ratings are deserved. The other risk however is the client wanting to appear favourably, despite the surveys being anonymous. This would mean the clients answer all questions projecting the company in a favourable light so as not to be seen as harsh or unfair. However, having an anonymous study that requires posting of returns should reduce that concern.

Future Research

This research has tapped into a very interesting field that is relevant to many organisations. At a time where competition for customer loyalty and satisfaction are crucial, ensuring client exposure to the organisation leaves a positive impression is very important. If this can be helped with staff appearance then that is one step organisations can take immediately to improve the overall image of the organisation.

A research project cannot hope to answer all the questions on a selected topic, but simply explore an area and provide a little more insight. In future there are two

areas I would like to see explored in more depth; repeated measures for clients and career commitment of staff in the beauty and service industry.

I believe an increased sample size and having a repeated measures design for this study would have produced more sustainable results. Perhaps as a pre-test, the survey could have been sent out to all clients who have been into the clinic in the last six months to a year. The post-uniform introduction test could perhaps run for a whole month rather than a week and therefore increase the exposure to clients who had filled in the previous test. Obviously, a larger organisation will have access to more clients and this would overcome sample size issues. It is important to note however, that if the organisation still records high initial ratings, any change will have little impact.

Another area that would be interesting to explore is not just organisational commitment but *career* commitment. The beauty and service industries generally have high turnover rates both organisation to organisation but also leaving their career altogether to pursue other interests. The reason for this is unclear, especially considering the results in the current study where reasonably high levels of job satisfaction and organisational commitment are recorded. This becomes very expensive to the employer where extensive staff training costs are invested in each staff member. Turnover also results in disruption to organisation functioning, lost productivity and lowered staff morale (Mansell et al., 2006). If there was something organisations could introduce (such as a uniform) that may improve this then this study would hold much value. More research will need to be done however to reach any firm conclusions on the value of uniform introduction.

Conclusion

While the results collected in this study did not support the hypotheses generated from past research, the findings should certainly not be dismissed. This study explores an area that is relevant to many organisations introducing a change to the organisation that influences both staff and clients and in this study; the change is the introduction of a uniform.

Uniforms are found in many different work genres but generally, these are service industries where staff are dealing directly with clients. Where storeowners were considering the effects of introducing a uniform, or changing existing criteria, this study provides an insight to the possible impact of this.

Perhaps in an organisation that initially had a poor response from clients in the way of trust, loyalty, customer satisfaction and organisational image, the introduction of a new uniform may have had more of an impact. In this study, the ceiling effects in results from clients in the pre test, effectively eliminated the opportunity for the uniform change to have an impact in the organisation. In future, high initial results may suggest the expense of introducing a uniform may not be beneficial to the organisation due to the lack of return from clients overall ratings of the organisation.

It is important to understand that readiness for change will influence how individuals react. Staff may see any change as either an opportunity or a liability (Koberg, Boss, Seniem & Goodman, 1999). Having an understanding of the influence of tenure during organisational changes may help organisations prepare for staff reactions to these changes.

This study has opened many paths for future research and clarification in the area of uniform introduction, the influence of tenure in organisational change and development and clients' responses to these changes.

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Appendix A

Prior to Uniform Change



Appendix B

Post Uniform Change



Appendix C

Staff Information Sheet

Thank-you for showing an interest in this project. Please read the information sheet carefully before signing the consent form.

The aim of this study is to evaluate *All About You*, beauty and medispa on a range of different categories with a series of questions. The data is being collected as part of a Masters project in Applied Psychology from the University of Canterbury by Mychelle Hellmann, under the supervision of Associate Professor Chris Burt. *All About You* is supporting this project and all results will be available to the company for their own use, however your anonymity and confidentiality is assured.

This will be the first of two opinion surveys and that at the conclusion of the second survey you will be debriefed regarding the purposes of the survey.

You may withdraw from the study at any time, including the withdrawal of data you have provided, and there will be no disadvantage or penalty for doing so. The information collected will only be used in this study and on completion of the study, participants' individual results will be destroyed.

The results of the study can be obtained or any further questions can be answered by contacting the researcher on the details listed below.

If you have read and understood this information sheet and agree to participate in the experiment, please sign the consent form now.

Thank-you for your time.

Kind Regards

Mychelle Hellmann (Ph: 357-4946 or 0274066024) and Dr Chris Burt

Appendix D

Staff Consent Form

I give my informed consent to participate in this research study on *All About You*, Beauty and Medispa.

I understand that the results of this study will be published and that the information I give will be anonymous.

I understand that I will be asked to read a series of questions and then fill in a questionnaire regarding *All About You*.

I understand that this procedure does not involve any physical or mental harm to myself or any other participants.

I understand that the researcher will answer any of the questions that I have about this experiment and its procedures.

I understand that I can withdraw at any time during the experiment without judgement or penalty.

Researcher: _____ Date: _____

Participant: _____ Date: _____

Appendix E

Staff Survey


Instructions for Completing this Study

- Please complete all **four** pages of this survey. Your answers will remain confidential.
- Completing this survey should take about 10 minutes.
- Please read the instructions for completing each section carefully.

Biographical Questions

1. In order to match your surveys, please enter a code below by using your fathers initials (first and last name), followed by your mothers initials (first and last name). Then the last four digits of your home phone number.
For example, if your fathers name is Tom Brown, your mothers name is Mary Brown and your home number is 357-4946. You would enter T B M B 4 9 4 6 as your code.

Please enter your code here.



2. Have you completed this survey before? Yes ☐
No ☐

3. What is your age in years?

Years.....

- 4 How long have worked for *All About You*?

*The following questions should be answered in relation to your job at All About You.
Indicate your answer by circling a number to the right of each question.
1 equals you strongly disagree with the statement, through to 7 which equals you strongly agree with the statement.*

	Strongly Disagree						Strongly Agree
I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5	6	7
I enjoy discussing my organisation with people outside of it	1	2	3	4	5	6	7
I really feel as if this organizations problems are my own	1	2	3	4	5	6	7
I think that I could easily become as attached to another organisation as I am to this one	1	2	3	4	5	6	7
I do not feel like 'part of the family' at my organisation	1	2	3	4	5	6	7
I do not feel 'emotionally attached; to this organisation	1	2	3	4	5	6	7
This organisation has a great deal of personal meaning for me	1	2	3	4	5	6	7
I do not feel a strong sense of belonging to my organisation	1	2	3	4	5	6	7
I think that people these days move from organisation to organisation too often	1	2	3	4	5	6	7
I do not believe that a person must always be loyal to his or her organisation	1	2	3	4	5	6	7
Jumping from organisation to organisation does not seem at all unethical to me	1	2	3	4	5	6	7
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	1	2	3	4	5	6	7
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	1	2	3	4	5	6	7
I was taught to believe in the value of remaining loyal to one organisation	1	2	3	4	5	6	7
Things were better in the days when people stayed with one organisation for most of their careers	1	2	3	4	5	6	7
I do not think that wanting to be a 'company woman' is sensible anymore	1	2	3	4	5	6	7
I do not feel any obligation to remain with my current employer	1	2	3	4	5	6	7
Even if it were to my advantage, I do not feel It would be right to leave my organisation now	1	2	3	4	5	6	7
I would feel guilty if I left my organisation now	1	2	3	4	5	6	7
This organisation deserves my loyalty	1	2	3	4	5	6	7
I would not leave my organisation right now because I have a sense of obligation to the people in it	1	2	3	4	5	6	7
I owe a great deal to this organisation	1	2	3	4	5	6	7
I am not afraid of what might happen if I quit my job without having another one lined up	1	2	3	4	5	6	7

	Strongly Disagree						Strongly Agree
It would be very hard for me to leave my organisation right now, even if I wanted to	1	2	3	4	5	6	7
Too much in my life would be disrupted if I decided I wanted to leave my organisation now	1	2	3	4	5	6	7
It wouldn't be too costly for me to leave my organisation right now	1	2	3	4	5	6	7
Right now staying with my organisation is a matter of necessity as much as desire	1	2	3	4	5	6	7
I feel that I have too few options to consider leaving this organisation	1	2	3	4	5	6	7
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5	6	7
One of the major reasons I continue to work for this organisaiton is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here.	1	2	3	4	5	6	7
My job is like a hobby to me	1	2	3	4	5	6	7
My job is usually interesting enough to keep me from getting bored	1	2	3	4	5	6	7
It seems that my friends are more interested in their jobs	1	2	3	4	5	6	7
I consider my job rather unpleasant	1	2	3	4	5	6	7
I enjoy my work more than my leisure time	1	2	3	4	5	6	7
I am often bored with my job	1	2	3	4	5	6	7
I am fairly well satisfied with my present job	1	2	3	4	5	6	7
Most of the time I have to force myself to go to work	1	2	3	4	5	6	7
I am satisfied with my job for the time being	1	2	3	4	5	6	7
I feel that my job is no more interesting than others I could get	1	2	3	4	5	6	7
I definitely dislike my work	1	2	3	4	5	6	7
I feel that I am happier in my work than most other people	1	2	3	4	5	6	7
Most days I am enthusiastic about my work	1	2	3	4	5	6	7
Each day work seems like it will never end	1	2	3	4	5	6	7
I like my job better than the average worker does	1	2	3	4	5	6	7
My job is pretty uninteresting	1	2	3	4	5	6	7
I find real enjoyment in my work	1	2	3	4	5	6	7
I am disappointed that I ever took this job	1	2	3	4	5	6	7
I want to remain a member of this team	1	2	3	4	5	6	7
I like my team	1	2	3	4	5	6	7
I look forward to coming to this team	1	2	3	4	5	6	7
I don't care what happens in this team	1	2	3	4	5	6	7
I feel involved with what is happening in my team	1	2	3	4	5	6	7
If I could drop out of the team now, I would	1	2	3	4	5	6	7
I dread working with this team	1	2	3	4	5	6	7
I wish it were possible for the team to end now	1	2	3	4	5	6	7
I am dissatisfied with the team	1	2	3	4	5	6	7
If it were possible to move to another team at this time, I would	1	2	3	4	5	6	7

	Strongly Disagree						Strongly Agree
I feel included in the team	1	2	3	4	5	6	7
In spite of individual differences, a feeling of unity exists in my team	1	2	3	4	5	6	7
I do not feel a part of the group's activities	1	2	3	4	5	6	7
I feel it would make a difference to the team if I were not here	1	2	3	4	5	6	7
If I were told I could not see my team today, I would feel badly	1	2	3	4	5	6	7
I feel distant from the team	1	2	3	4	5	6	7
It makes a difference to me how this team turns out	1	2	3	4	5	6	7
I feel my absence would not matter to the team	1	2	3	4	5	6	7
I would not feel badly if I had to miss a day with my team.	1	2	3	4	5	6	7
The work I do is very important to me	1	2	3	4	5	6	7
I am confident about my ability to do my job	1	2	3	4	5	6	7
I can decide on my own to go about doing my work	1	2	3	4	5	6	7
I am self-assured about my capabilities to perform my work activities	1	2	3	4	5	6	7
I have significant autonomy in determining how I do my job	1	2	3	4	5	6	7
My job activities are personally meaningful to me	1	2	3	4	5	6	7
My impact on what happens in my organisation is large	1	2	3	4	5	6	7
I have significant influence over what happens in my organisation	1	2	3	4	5	6	7
The work I do is meaningful to me	1	2	3	4	5	6	7
I have mastered the skills necessary for the job	1	2	3	4	5	6	7
I have considerable opportunity for independence and freedom in how I do my job	1	2	3	4	5	6	7
I have a great deal of control over what happens in my organisation	1	2	3	4	5	6	7
Compared to other teams I know of, I feel my team is better than most	1	2	3	4	5	6	7

Thank-you for Your Time

Thank-you for your time in completing this survey for All About You. Please ensure you place the survey in the supplied envelope and return to the reception by the end of the working day.

Appendix F

Client Information Sheet

Thank-you for showing an interest in this project. Please read this information sheet carefully before signing the consent form.

The aim of this study is to evaluate *All About You*, beauty and medispa on a range of different categories with a series of questions. The data is being collected as part of a Masters project in Applied Psychology from the University of Canterbury by Mychelle Hellmann, under the supervision of Associate Professor Chris Burt. *All About You* is supporting this project and all results will be available to the company for their own use, however your anonymity and confidentiality is assured.

Participation in the study will involve the completion of a questionnaire, which will take approximately 10 minutes. In return for your time, you will be invited to enter a prize draw to win a \$400 voucher for *All About You* (tear-away entry at the bottom of this sheet).

You may withdraw from the study at any time, including the withdrawal of data you have provided, and there will be no disadvantage or penalty for doing so. The information collected will only be used in this study and on completion of the study, participants' individual results will be destroyed.

The results of the study can be obtained or any further questions can be answered by contacting the researcher on the details listed below.

If you have read and understood this information sheet and agree to participate in the experiment, please sign the consent form now. Please ensure you post the survey in the specially marked 'SURVEY' envelope and tear-away competition entry and consent form in 'CONSENT & PRIZE DRAW' envelope.

Thank-you for your time.

Kind Regards

Mychelle Hellmann (Ph: 357-4946 or 0274066024) and Dr Chris Burt

Appendix G

Client Consent Form

I give my informed consent to participate in this research study on *All About You*, Beauty and Medispa.

I understand that the results of this study will be published and that the information I give will be anonymous.

I understand that I will be asked to read a series of questions and then fill in a questionnaire regarding *All About You*.

I understand that this procedure does not involve any physical or mental harm to myself or any other participants.

I understand that the researcher will answer any of the questions that I have about this experiment and its procedures.

I understand that I can withdraw at any time during the experiment without judgement or penalty.

Researcher: _____

Date: _____

Participant: _____

Date: _____

Appendix H

Client Survey

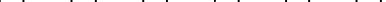
Instructions for Completing this Study

- Please complete all **four** pages of this survey. Your answers will remain confidential.
- Completing this survey should take about 10 minutes.
- Please read the instructions for completing each section carefully.

Biographical Questions

1. In order to match your surveys, please enter a code below by using your fathers initials (first and last name), followed by your mothers initials (first and last name). Then the last four digits of your home phone number.
For example, if your fathers name is Tom Brown, your mothers name is Mary Brown and your home number is 357-4946. You would enter T B M B 4 9 4 6 as your code.

Please enter your code here.



2. Have you completed this survey before? Yes ☐
No ☐

3. What is your age in years?
Years.....

4. Are you: Male ☐
Female ☐

5. How often do you have treatments at All About You
a) Weekly ☐ b) Fortnightly ☐ c) Monthly ☐ d) Less than Monthly ☐

6. What treatment/s did you have today (please tick)
- ☐ Skin Analysis
 - ☐ IPL (hair removal)
 - ☐ IPL (pigmentation)
 - ☐ Microdermabrasion
 - ☐ Clearlight
 - ☐ SK4 Microcurrent
 - ☐ Cellulite Treatment
 - ☐ Facial
 - ☐ Massage
 - ☐ Waxing
 - ☐ Eye Treatments
 - ☐ Manicures or Pedicures
 - ☐ Nail Enhancements (Acrylics or Prescriptions)

7. How long have you been a customer at *All About You*?

8. Which All About You did you receive this survey from?
- | | |
|-----------|--------------------------|
| Homebase | <input type="checkbox"/> |
| Riccarton | <input type="checkbox"/> |

The following questions should be answered in relation to your experience at All About You. Indicate your answer by circling a number to the right of each question. 1 equals you strongly disagree with the statement, through to 7 which equals you strongly agree with the statement.

	Strongly Disagree				Strongly Agree
This organisation operates its business in a highly dependable and reliable manner	1	2	3	4	5
This organisation is responsible and reliable in conducting business with customers	1	2	3	4	5
This organisation will exploit customers' vulnerability given the chance	1	2	3	4	5
This organisation engages in damaging and harmful behaviour to customers to pursue its own interest	1	2	3	4	5
This organisation promotes customers' benefits as well as its own	1	2	3	4	5
The way this organisation operates its business is irresponsible and unreliable	1	2	3	4	5
This organisation does not engage in any kinds of exploitive and damaging behaviour to customers	1	2	3	4	5
This organisation performs its business with customers in a deceptive and fraudulent way	1	2	3	4	5
I say positive things about this organisation to other people	1	2	3	4	5
I would recommend this organisation to those who seek my advise about such matters	1	2	3	4	5
I would encourage friends and relatives to use this organisation	1	2	3	4	5
I would post positive messages about this organisation on some Internet message board	1	2	3	4	5
I intend to continue to do business with this organisation	1	2	3	4	5
I intend to do more business with the present organisation	1	2	3	4	5
Organisation employees have the knowledge to answer my questions	1	2	3	4	5
This organisation performs the service correctly the first time	1	2	3	4	5
Booking appointments and using the website require a lot of effort	1	2	3	4	5
This organisation provides most of the services that I require	1	2	3	4	5

	Strongly Disagree				Strongly Agree
The contact employees understand my specific needs	1	2	3	4	5
This organisation keeps my records accurately	1	2	3	4	5
All my service needs are included in the menu options	1	2	3	4	5
This organisation provides a wide range of products and services	1	2	3	4	5
I feel the risk associated with my services is low	1	2	3	4	5
Organisation employees properly handle any problems that arise	1	2	3	4	5
My transactions are always accurate	1	2	3	4	5
Employees address my complaints in a friendly manner	1	2	3	4	5
This organisation will not misuse my personal information	1	2	3	4	5
This organisation provides products/services that I want	1	2	3	4	5
The products or services I request are always available/delivered within the time promised	1	2	3	4	5
I feel safe in this organisation	1	2	3	4	5
This organisations available services are easy to follow	1	2	3	4	5
This organisation is well-respected within its industry	1	2	3	4	5
I have a very favourable impression of this organization	1	2	3	4	5
This organization presents a positive image	1	2	3	4	5
This organization has good values	1	2	3	4	5
This organization has high quality products	1	2	3	4	5
This organization offers high quality services	1	2	3	4	5

Thank-you for Your Time

Thank-you for your time in completing this survey for All About You Limited. Please ensure you place the survey in the supplied envelope and post within 10 days.